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DTR-4375

DD/S 70-0040

8 SEP 1970

MEMORANDUM FOR: Deputy Director for Support

FILE

TRAINING

SUBJECT : Proposed Reduction in Average Employment
Level for the Career Training Program

1. As you know, when I became Director of Training one of my first acts was to conduct an intensive review of the Career Training Program. As a consequence of that review, I proposed that its purpose be re-defined, that it be drastically reduced in size, and that it be designed to include more careful career planning and development of the trainee while on the job as well as to provide training more immediately appropriate to a particular assignment than has been the case in the past.

2. After the most careful study and acting on the advice of Colonel White and the Deputy Directors, we proposed a two-year plan which would allow for the rational infusion of not more than 50 Career Trainees per year. Taking into account our experience with various contingencies before, during, and after the formal training cycle, and making best use of on-the-job training, interim assignments, and final placement, a two-year program for 50 Career Trainees annually realistically would require Average Employment authorizations as follows:

FY 1970	81
FY 1971	94
FY 1972	129

Subsequently, the latter figure would become a normal operating level. The above projections represent drastic reductions from the initially authorized levels of 234 for FY 1969 and 169 for FY 1970.

3. On 10 November 1969, Colonel White decided to reduce the Average Employment figure for the Program for FY 1970 and 1971 to 100. As we pointed out at the time, this figure is workable for the two years specified, but does not allow for the increased requirement of 129 which would become necessary in FY 1972.

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4. At the same time I recommended cutting the Program to an annual intake of 50, I also argued that a new concept is needed for the Program, one which would allow for a combination of formal training at the most appropriate time, interim assignments to assure that the trainee is properly placed in terms of his talents and the Agency's needs, and planned on-the-job development to provide him with challenging work and opportunities for professional growth. Marked deficiencies in the latter area have been much criticized by a number of recent official studies as well as by a large number of departing former trainees. In my opinion, balance among all these aspects of the Program is indispensable to its success. It follows that shortening the whole cycle of formal courses, interim assignments, and planned on-the-job development would make attainment of this vital balance impossible and therefore represents a crippling action.

5. In order to achieve an Average Employment figure of 75 for the current fiscal year, it would be necessary to terminate Career Trainee recruitment immediately. For the first six months of FY 1970, the Program's Average Employment has been 88; at the end of December it was 82. Establishing an average of 75 for the year would require us to get down to 35 trainees by 30 June. Even transferring as many as we can to other components, the only practicable way to do so is to cease enrolling new trainees. We would be left with the 25 who have started training with the current class on 5 January 1970 and about ten others in an untrained, lame duck status, not enough to justify the class scheduled for July 1970. At that point, the proposed reductions would require us to do one of two things: proceed with a two-year plan for approximately 35 trainees with no additional trainees in sight for well over a year; or return to a one-year program for approximately 50 Career Trainees annually. I am convinced that neither option will satisfy the Agency's need for a moderate flow of highly capable junior officers whose training and early development are such that they become good prospects for truly effective, long-term officers.

6. I believe that temporizing with regard to Career Training Program operating levels is no longer useful with any Average Employment level of less than 100. Without the authorization levels specified in paragraph 2 above, the Program would not be worth the manpower and training resources necessary merely to keep it alive.


HUGH T. CUNNINGHAM
Director of Training

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